



**RPG LIFE SCIENCES**

An  **RPG** Company

**Investors'  
Presentation  
Q1 FY26**

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## RPG Group: Powered by Passion, Driven by Ethics

UNLEASHTALENT  
TOUCLIVES  
OUTPERFORM  
AND😊

RPG Enterprises was founded in 1979. The group currently operates various businesses in Infrastructure, Technology, Life Sciences, Plantations and Tyre industries. The group has business history dating back to 1820 AD in banking, textiles, jute and tea. The Group grew in size and strength with several acquisitions in the 1980s and 1990s. RPG Group is one of India's fastest growing conglomerates with 31,000+ employees, presence in 135+ countries and annual gross revenues of USD 5.2 Bn



EPC major in infrastructure segments like T&D, Civil, Transportation, Oil & Gas, Renewables & Cables



One of India's leading tyre manufacturers



Global technology consulting and IT services company



Integrated pharma company in formulations and synthetic APIs



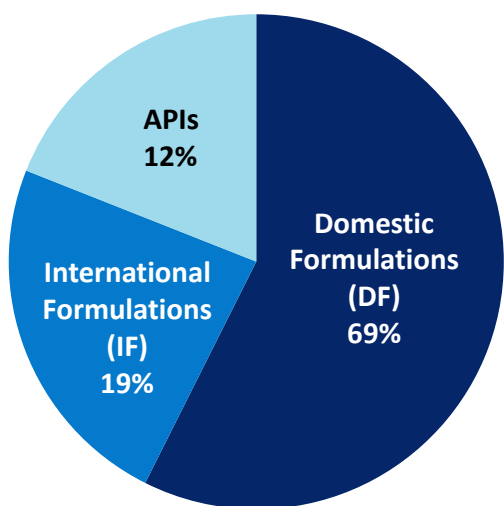
Technology solutions company catering to energy and infrastructure



One of India's largest plantation companies producing tea, rubber, etc.

# RPG Life Sciences: An Integrated Pharmaceutical Company

RPG Life Sciences is an integrated research based pharmaceutical company operating in the domestic and international markets in the branded formulations, global generics and synthetic APIs space.



## Domestic Formulations (DF)

Develop, manufacture and market branded formulations in India & Nepal

## International Formulations (IF)

Develop, manufacture and market oral solid dosage formulations in the generics and branded generics space

## APIs

Develop, manufacture and sell high value synthetic APIs in the general therapeutic category



**Leader** in Immunosuppressants



**9** Therapies represented by High Equity Brands



**50+** Markets Presence



**3** Manufacturing Facilities

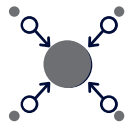


**1300+** Employees

# RPG Life Sciences: Product Portfolio

Strong 'Textbook' brands ; ↑ Chronic and Specialty therapies

Key Therapies	DF Key Products				
Nephrology					
Rheumatology					
Oncology					
Pain Management					
Gastroenterology					
Neuropsychiatry					
Cardio- Diabeto					
Urology					
	<u>Legacy Portfolio</u>		<u>New Portfolio</u>		
	<p style="text-align: center;"><u>Immunosuppressants</u></p> <p style="text-align: center;"><b>Azoran</b> Azathioprine</p> <p style="text-align: center;"><b>Mofetyl</b> Mycophenolate Mofetil</p> <p style="text-align: center;"><b>Arpimune ME</b> Cyclosporine</p> <p style="text-align: center;"><b>Imunotac</b> Tacrolimus</p>	<p style="text-align: center;"><u>Textbook Brands</u></p> <p style="text-align: center;"><b>Azoran</b> Azathioprine</p> <p style="text-align: center;"><b>Aldactone</b> Spironolactone</p> <p style="text-align: center;"><b>Lomotil</b> Diphenoxylate HCl</p> <p style="text-align: center;"><b>Naprosyn</b> Naproxen</p> <p style="text-align: center;"><b>Serenace</b> Haloperidol</p> <p style="text-align: center;"><b>Norpace New</b> Disopyramide Phosphate</p>	<p style="text-align: center;"><u>Specialty</u></p> <p style="text-align: center;"><b>HerMab</b> Trastuzumab</p> <p style="text-align: center;"><b>Adlumab</b> Adalimumab</p> <p style="text-align: center;"><b>Ivzumab</b> Bevacizumab</p> <p style="text-align: center;"><b>Zestmab</b> Rituximab</p> <p style="text-align: center;"><b>T-JAKi</b> Tofacitinib</p> <p style="text-align: center;"><b>FC-IRO</b> Ferric Carboxymaltose</p> <p style="text-align: center;"><b>Denbri</b> Denosumab</p>	<p style="text-align: center;"><u>Chronic</u></p> <p style="text-align: center;"><b>SacuNew</b> Sacubitril+ Valsartan</p> <p style="text-align: center;"><b>NuGliptin</b> Vildagliptin</p> <p style="text-align: center;"><b>GliptiNext</b> Teneligliptin</p> <p style="text-align: center;"><b>DPO 10</b> Dapagliflozin</p> <p style="text-align: center;"><b>Solifirst</b> Solifenacin</p> <p style="text-align: center;"><b>Mirasmart S</b> More Smart...More Efficient!</p>	<p style="text-align: center;"><u>Life Cycle Management (Existing Products)</u></p> <p style="text-align: center;"><b>Azoran 75</b> Azathioprine 75 mg Tablets</p> <p style="text-align: center;"><b>Aldactone T</b> Spironolactone 50 mg + Furosemide 20 mg Tablets</p> <p style="text-align: center;"><b>Aldactone F</b> Spironolactone 60 mg + Furosemide 20 mg</p> <p style="text-align: center;"><b>Naprosyn +</b> Naproxen Sodium Tablet USP 275 mg / 550 mg</p> <p style="text-align: center;"><b>Naprosyn + Gel</b> THE PAIN RELIEF EXPERT Sumatriptan &amp; Naproxen Sodium Tablets</p> <p style="text-align: center;"><b>ROMILAST-BL</b> Risperidone 1 mg + Mirtazapine 15 mg Tablets</p> <p style="text-align: center;"><b>Tricaine Alma 2</b> Alimemazine 100 mg and Sildenafil 25 mg Oral Suspension 7.5 ml</p>



## IF Key Products

Generics - Azathioprine, Sodium Valproate PR, Nicorandil, Sertraline

Branded Generics – Siloxene, Azoran, Mofetyl, Arpimune ME, Dyzantil, Dipsope



## APIs Key Products

Quinfamide, Azathioprine, Haloperidol, Risperidone, Proprantheline Bromide, Nicorandil, Pantoprazole

# Business Operations

## Building a Strong-Consistent-Profitable Business



Business Transformation

6

Bold Moves



Focusing on Execution

>10

High Impact Projects



Building Competitiveness

3-4x

Share of voice



Energizing Happy Teams

88%

Happiness Score

# 1 Business Transformation

**Bold Move 1** Galvanizing Organization to an “Inspiring Purpose”: Framing and embedding in the organisation

**Bold Move 2** “Small Brands” to Building “Mega Brand of 100 cr +; future 500 cr OTC”: Naprosyn

**Bold Move 3** “Small Product” to Building “Mega Rx Portfolio of 100 cr +; Potential 200 cr” : Immunosuppressants

**Bold Move 4** “Small API” segment to Building “Formidable API Business”: Manthan

**Bold Move 5** Predominant “Domestic Play” to “Expanded Global Play” : Capex infusion ~140 cr

**Bold Move 6** “Operations” Focus to “Sustainable Operations” Focus: ESG

**Multiple Projects targeted to Transform Business, ↓ Costs, ↑ Quality, Add New Business****1 Comprehensive Business Transformation Project****6 Innovation Projects****2 Plants Infra Modernization-Capacity Expansion Projects****7 Digitalization Projects****3 COGS Reduction Projects****8 M&A Projects****4 Product Re-engineering Projects****9 Med-tech Projects****5 Quality Enhancement Projects****10 ESG Projects****Project Charters, Workstreams, Scope, Review, KPIs Measurement**

3

## Building Competitiveness :

3-4x SOV; Product Re-engineering; Profitable New Therapies entry from Day 1; Smart LCM; C3MP

SoV with ~ 90000 docs  
up Manifold

RPG Serv: ↑ Customer Coverage, ↑ SoV, ↑ Engagement



### Product Re-engineering

80% contributing DF 13 SKUs; 3 APIs

### Smart Life cycle Management

Brands	New Combination	New Indication	New Patient Segment	New Dosage form	New Strength	New Customer/ Geography
<b>Naprosyn</b>	✓	✓	✓	✓		✓
<b>Tricaine</b>			✓	✓		✓
<b>Aldactone</b>	✓	✓	✓			✓
<b>Serenace</b>						✓
<b>Lomotil</b>						✓
<b>Lomofen+</b>	✓		✓	✓		✓
<b>Azoran</b>		✓	✓		✓	✓
<b>ROMILAST</b>	✓			✓		✓

# Energizing Happy Teams: Happiness Framework

## People Initiatives for building a happy performance focussed culture

### I Feel Valued



**You Excel. We Applaud.**  
Motivation continuum

### I Love My Work



**RPGLS Heroes**  
Outperformance  
recognition

### I am Growing



**We Skill. You Grow.**  
Competency building  
continuum



**Akanksha**  
Career development

**High  
Happiness Quotient**

### I Live a Purposeful & Balanced Life



**RPGLS Values  
Champions**  
Living organizational  
values

### I Feel Connected



**RPGLS Happiness  
Forums**  
Leadership Connect –  
Month & Quarter

### I cherish our Culture



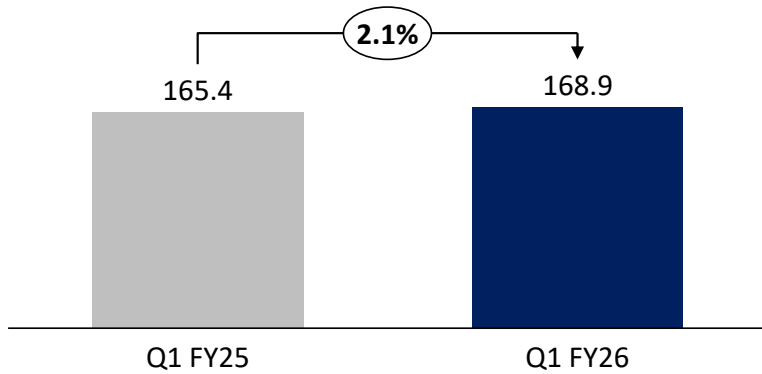
**RPGLS Parivar  
Tyohar-Utsav  
Shrankhla**  
Digital RPGLS family  
get-together

# Financial Performance

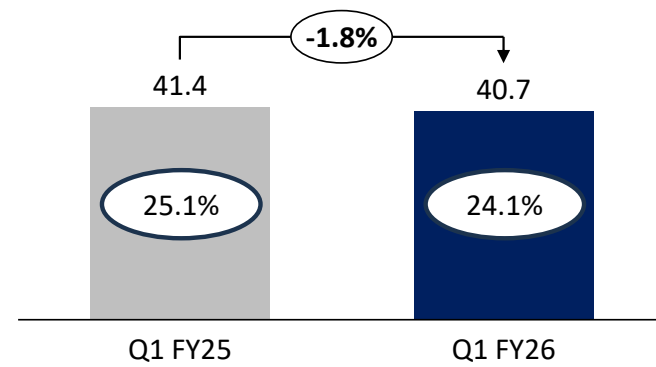
# Q1 FY26 Performance

(All figures in Rs. Crores)  
Figures in circle are Margins

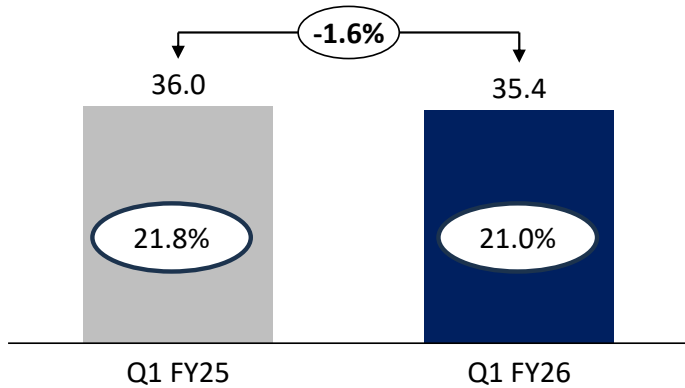
## Revenue from Operations



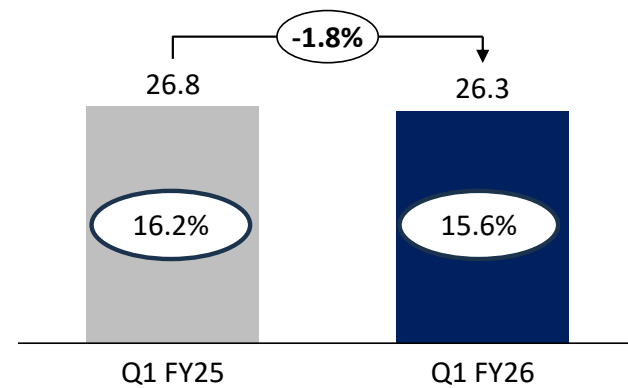
## EBITDA & EBITDA Margin



## PBT & PBT Margin

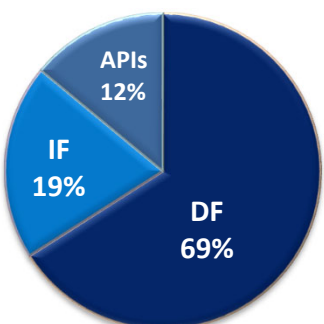


## PAT & PAT Margin



## Q1 FY26: Business Segment-wise Performance

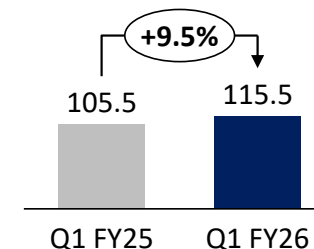
### Business Segments



### Domestic Formulations (DF)

**Domestic Formulations contributed 69% to total sales of Q1 FY26**

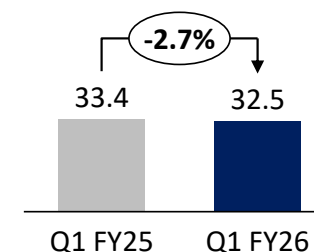
- Continue to deliver market beating growth this quarter as well
- New products contribution improving consistently on account of new launches in specialty & chronic segments and line extensions of legacy products
- Salesforce productivity consistently improving (currently >6 lakhs)
- Business driven by 5 Pillar strategy



### International Formulations (IF)

**International Formulations contributed 19% to total sales of Q1 FY26**

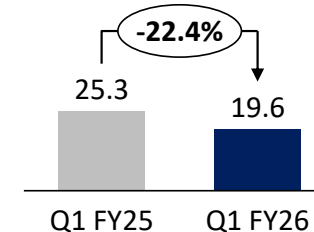
- New Products/Customers/Markets contribution continues to improve
- Business driven by 4 Pillar strategy



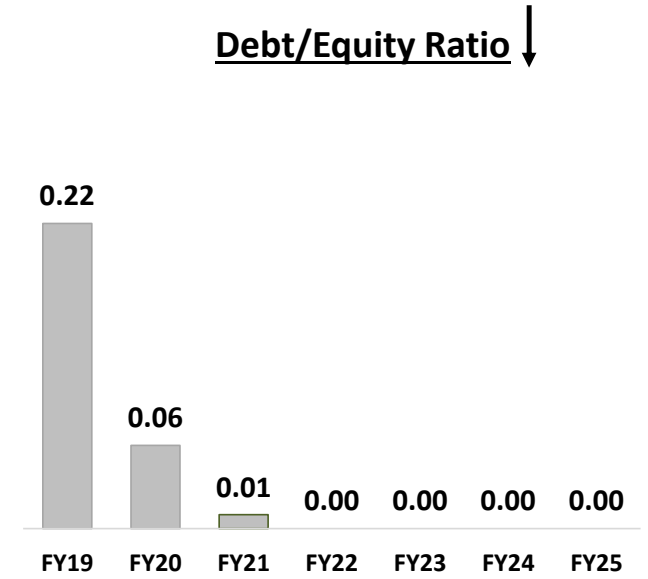
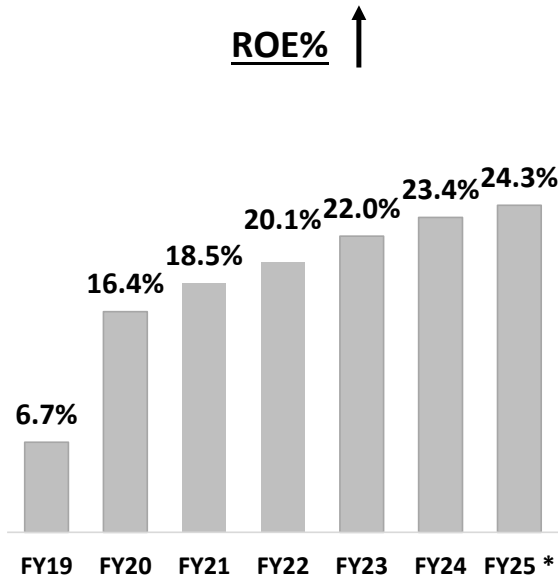
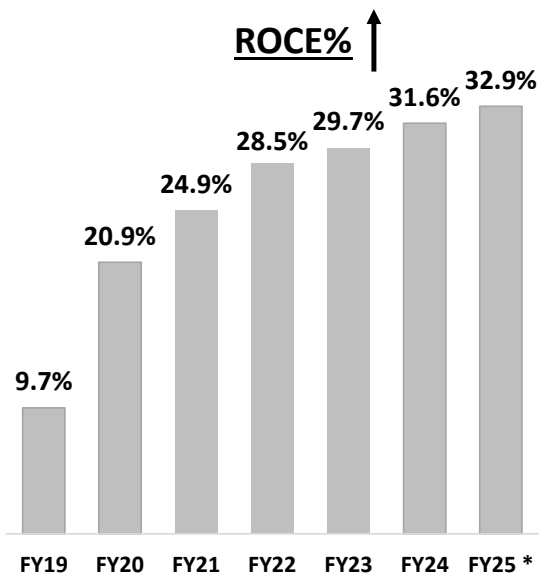
### API

**API contributed 12% to total sales of Q1 FY26**

- Growth impacted due to fire incident in one of the manufacturing blocks
- Continuous thrust on new customer development
- Business driven by 3 Pillar strategy



## Key Financial Ratios Yearly Trends (ROCE, ROE, D/E)



**Company continues to remain Debt-free**

\*Excluding impact of exceptional items: land assignment/fire; Including exceptional items, ROCE is 44.0%, ROE is 34.5%

## RPG Life Sciences ICRA Rating Reaffirmation in FY25 A- (FY19) to A(FY21) to A+ (FY24)

### Improvements recorded in ICRA Rating

- Long term rating reaffirmed at **A+** and outlook retained as stable
- Short term rating reaffirmed at **A1**

### Factors affecting rating affirmation

- A robust capital structure and strong debt servicing indicators based on
  - Healthy cash flows
  - Company continues to remain debt-free
  - No debt-funded capital expenditure (capex)
- Steady growth in Top-line and improving operating margins
- Strong brands in the Indian Pharmaceutical Industry
- Expansion of product portfolio and geographical presence augur well for growth prospects

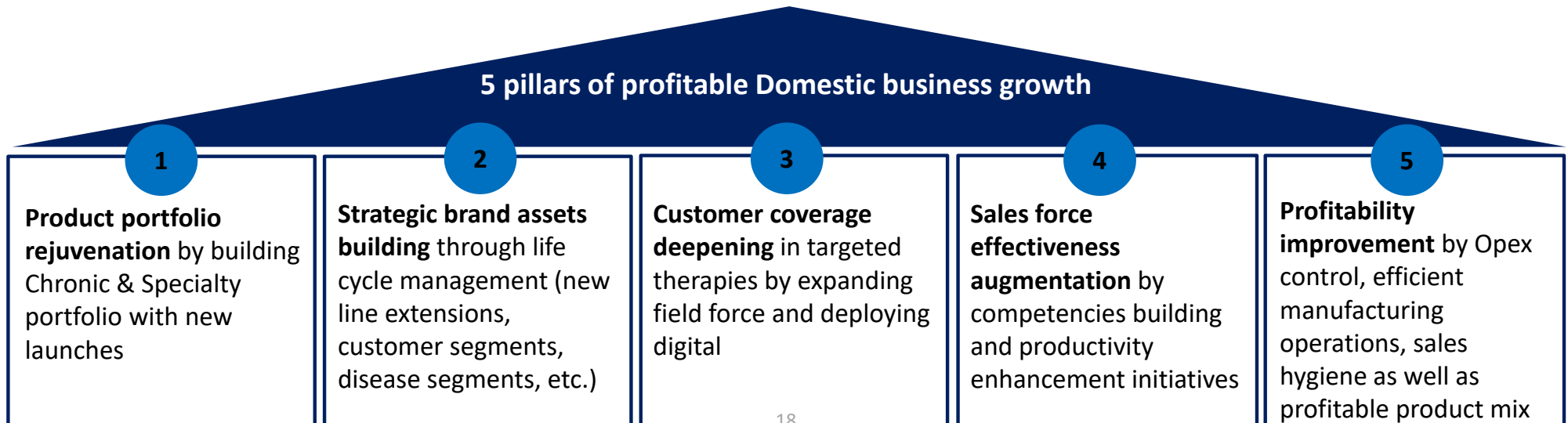


# Business Strategy

## Domestic Formulations (DF)

- Operating in Mass/Mass-specialty and Specialty segments
- Presence in both Acute & Chronic therapy areas
- Leading Textbook Brands – Azoran, Aldactone, Lomotil, Naprosyn, Serenace, Norpace
- Leading player in Immunosuppressant category
- Good Customer Coverage - Cardiologists, Diabetologists, Urologists, Nephrologists, Rheumatologists, Oncologists
- New Product Launches in New Category – Biosimilars as well as Chronic and Specialty segments

### Business Strategy



18

## International Formulations (IF) Business: Overview and Strategy

- Strong presence in immunosuppressant segment (Azathioprine)
- Footprints across Regulated and Emerging Markets - Canada, UK, Germany, France, Australia, South East Asia, Africa
- Long lasting, impeccable supply track record and business relationship with some of the leading generic players of the world
- High quality and process orientation making us a preferred partner
- Investments in plant upgradation and capacity expansion

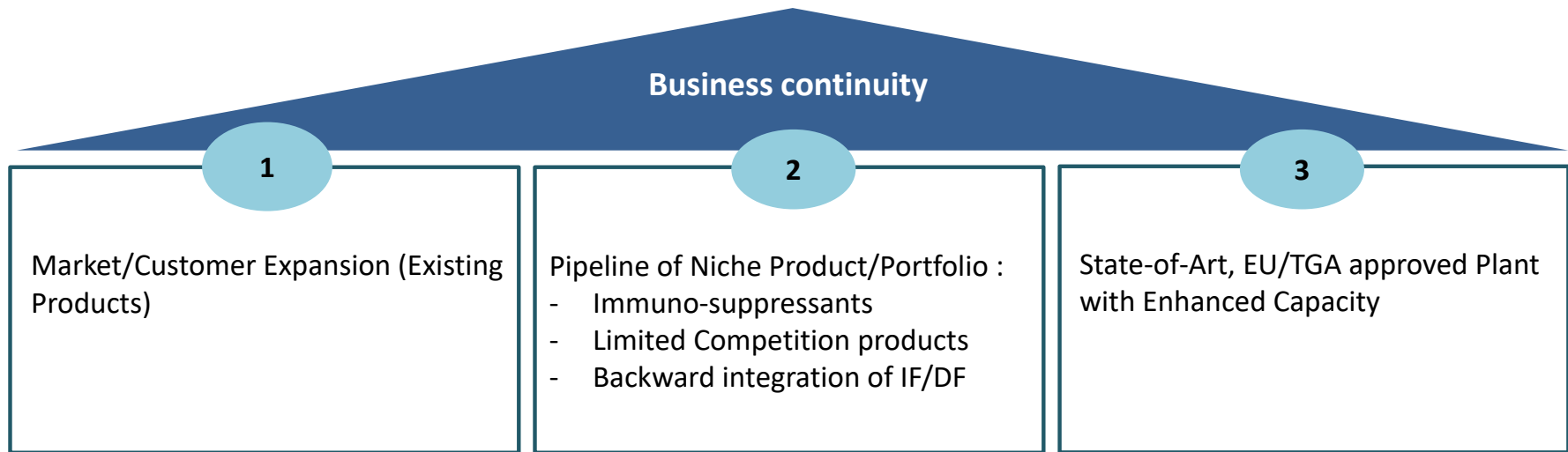
### Business Strategy



## APIs Business: Business Strategy and Way Forward

- High value, low volume, niche APIs
- Mature stable molecules
- Provides backward integration to International Formulations business
- Footprints across geographies - LATAM, Germany, China, South Korea, Iran, Bangladesh, Egypt, India, etc.
- Strong customer focus – long-lasting relationship with big pharma and leading generic firms.

### Business Strategy



# Infrastructure Capabilities & ESG Initiatives

## Manufacturing Facilities

### Formulations Unit 1, Ankleshwar



- F1 unit caters to the domestic and emerging markets
- Multipurpose plant with dedicated product lines for oral dosage forms including tablets, liquids and powder
- WHO, Kenya, Nigeria approved
- Modernization cum Capacity Expansion underway

### Formulations Unit 2, Ankleshwar



- F2 unit caters to the regulated markets
- Dedicated product lines for oral dosage (capsules & tablets)
- Equipped to handle low RH and low temperature conditions products
- WHO, EUGMP (from Hamburg Health authority), Canada, Ethiopia, Kenya, Sudan, Nigeria approved
- Modernization cum Capacity Expansion underway

### API Unit, Navi Mumbai



- MF2: Dedicated immunosuppressant facility for regulated and emerging markets including India
- MF3: Multipurpose unit catering to regulated and emerging markets including India
- MF4: Multipurpose unit catering to emerging markets including India
- WHO, TGA Australia approved & Written Confirmation (WC) received from CDSCO
- Approved by WHO GMP from Food and Drug Control Administration (FDCA) – Maharashtra, TGA (Australia), PMDA (Japan)
- Modernization cum Capacity Expansion underway

## Digital Initiatives: Manufacturing and Quality



### Digital Retina Scanner

- Biometric Access with IRIS/ Retina Scanner enables consistency of electronic records and signatures
- Access to only qualified professionals, Batch Management, Recipe Management, Audit logs

### Intelligent Chilling Plant Manager

- Implementation of Utility Asset Management Systems with access over IoT, supported by Customized Algorithms for Efficient Monitoring, Control & Analytics

### IOT based AHU monitoring system

- Operates Pumps & Chillers according to Operating Hours to maintain equal run time
- Automatically change over Working pump to Standby if Pump fails during operation

### Power Management System

- Safe, reliable, efficient, and compliant operation of electrical distribution systems, and connected assets enabling at all times

## Quality Functions

**e-QMS:** Digital platform to track all 6 quality parameters

**e-DMS:** Digital platform to manage manufacturing/quality documents

**e-LMS:** Digital platform to track training sessions on CGMP

## ESG FY25 update

	Initiatives	FY25
Environmental	<ul style="list-style-type: none"> <li>• <b>Carbon emission reduction</b></li> <li>• <b>Energy Efficiency:</b> Pumps; Chillers/Brine Plant; Leakages rectification</li> <li>• <b>Water Management:</b> Recycling of STP water; Rainwater harvesting</li> <li>• <b>Waste Management:</b> No landfill waste generation</li> </ul>	<p>↓ FY24 : 26.8% ; FY25: 41.2 %</p> <p>↑ FY24: 26% ; FY25 : 41.0 %</p> <p>↓ FY 24: 6% ; FY25 : 7.0 %</p> <p>↓ FY24: 49% ; FY25 : 52.0 %</p>
Social	<ul style="list-style-type: none"> <li>• <b>Product Responsibility-</b> Adherence to stipulated mandates</li> <li>• <b>Diversity-</b> women deployment, occupational health</li> <li>• <b>Tree Plantation</b></li> <li>• <b>Employee Well-being:</b> Comorbidity tracking</li> </ul>	<p>Strict Quality vigil through Manthan 3 Project</p> <p>↑ to 6.3% from 4.8%</p> <p>100+ trees planted</p> <p>Done for all factory employees</p>
Governance	<ul style="list-style-type: none"> <li>• <b>Data Integrity:</b> Digital initiatives e.g. e-QMS, e-DMS, e-LMS</li> <li>• <b>Cybersecurity:</b> IT assets security through EDR tool</li> <li>• <b>Best Practices/Systems and Processes across functions</b></li> </ul>	<p>Implemented at Ankleshwar; Navi Mumbai</p> <p>Implemented</p> <p>Sales &amp; Marketing</p>

# Journey Ahead

# RPGLS Journey Ahead: 7 strategic pillars of action



1

## Portfolio development and mega-brands building

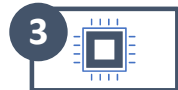
- Project underway to grow our immunosuppressant portfolio to 200+ crores
- Focused initiatives to grow Naprosyn to a 100+ crores brand; building our MABs portfolio



2

## Growing our API business

- Focus on new geographies, new launch pipeline and enhancing manufacturing productivity
- Focus on strengthening customer relationships and onboarding new high-value customers



3

## Strong Digital Roadmap

- Multiple digital initiatives designed to streamline front-end and backend operations
- Initiatives focus on improving efficiency & compliance, reducing costs and growing topline



4

## Mergers & Acquisitions

- M&A Framework with criteria defined - target therapies, brands
- Evaluation of multiple proposals underway to identify opportunities for growth synergy



5

## New products across segments, new therapies

- Focused new product pipeline; lab modernization and org expansion complete
- Strategy to evaluate and expand into adjacencies in RPGLS strength therapies



6

## State-of-art capacity plants

- 140 crores capex infused since FY22 helped build modern plant with EU, TGA, PMDA, etc. approval
- Evaluation ongoing of varied opportunities for improving manufacturing productivity



7

## Talent Development /Acquisition

- Org structure review & role/skill-gaps identification for strengthening
- Talent development and talent acquisition across all key business and support functions

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T H A N K Y O U